

# ***Air Force Reserve Command***

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***Integrity - Service - Excellence***



## **Officer Promotions Update**

# Overview

- 
- **Building a Competitive Record**
    - Increasing Responsibility
    - Performance (OPRs)
    - Awards and Decorations
    - Promotion Recommendation (PRFs)
    - Mentor
  
  - **FY04 AFR SelRes Colonels Board**
    - Results by Line Competitive Category
    - PRF Impact
    - Quality Combinations
  
  - **Help Needed**

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**Progressive  
Responsibility**

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# Responsibilities

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## ■ General Comments

- Place your best people in the best jobs
- Ensure responsibilities match grade > next grade
- Make the tough call
- Be willing to “push” your best people

## ■ Questions to Answer

- Is what the person does important?
- Are they stagnant or have lots to offer?
- Mission impact? Unit, Guard/Reserve, Air Force

***Tough challenge in Reserve Components - but, to advance your best, give your best the biggest jobs***

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**Performan  
ce  
(OPRs)**



# OPR Basics

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## ■ Questions to Answer

- **What** does he/she do?
- **How** does he/she do it?
- **Results/Impact** on mission?
- **Who's** the audience?

## ■ General Comments

- Document and hold accountable behavior
- Record performance and potential
- OPRs are permanent part of record
- Used by boards
- Write in understandable terms - to the **READER**

# OPR Content

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- **Everything is measurable in terms of...**
  - **Quality:** best, most successful, top %, stratify #1 of \_\_
  - **Quantity:** scope of effort and effect
  - **Time:** hours saved, ahead of schedule
  - **Cost:** man hours, \$\$, resources

***How does this officer's performance compare to that of their peers?***

# Writing Style

- Put your bottom line(s) first
  - Stratify, potential, leadership, next job, command, school
- Structure must be easy to understand
  - **What - How - Impact**
- Active voice--who did what to whom
- Don't fall victim to "pride of authorship"
- Avoid wide open spaces, watch punctuation

~~■ Don't write in functional language~~

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# Writing Style

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- **Clearly state recommendation for next job**
  - **“Challenge him with the toughest jobs”**
  - **“Make him a squadron commander”**
  - **“My #1 pick for squadron command”**
- **Ownership/enthusiasm convey conviction**
  - **“My #1 pick for command!” vice “Ready for Command”**
- **Credibility**
  - **“My #1 CGO of X”—use it only once**

# Mentor

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- Know **YOUR** Selection Folder
- Participation
- Professional Military Education
- Advanced Academic Degrees
- Letters to the Board
- Look for Job Opportunities

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## **Promotion Recommendati on (PRFs)**



# PRF Considerations

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## Do

- Cover entire career
- Explain inconsistencies or unique items
- Emphasize proven leadership, future potential
- Show impact, use specifics (people, dollars)

## Don't

- Repeat what's on the selection brief
- Leave any blank lines, use all 9 with impact
- Send mixed signals
- Over-exaggerate (people, dollars)



# **Link between OPR and PRF**

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- **PRFs are largely based on contents of OPRs**
- **OPRs support the PRF**
- **Strong OPRs = Strong PRF**
- **“DP” cannot overcome weak OPR**

# PRF Content

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- Numerical ranking extremely useful
  - Establishes credibility of rater
  
- The PRF does not equal promotion authority
  
- Promotion boards will consider the entire record
  
- Your #1 may not be among the best qualified overall

# PRF Content

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- The PRF is **YOUR** chance to speak directly to the promotion board
  - **State pushes:** Stratification, potential, leadership, next job, command, school
  - Need hard-hitting **specifics**, not generalities
  - Keep to basics
    - **What** did they do, **how** well did they do it, **what was results** on mission
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# PRF Content

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- **PRF/OPR word picture should agree**
- **Discrepancies between word picture and PRF need to be explained**
  - **“Do Not Promote” with strong PRF causes confusion**
  - **Explain your “Do Not Promote”—don’t make the board guess**
- **Bullet format, action-oriented phrases**



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## **Awards and Decorations**

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# Awards and Decorations



## Considerations

**Do**

- ★ Recognize meritorious service, outstanding achievement, acts of heroism
- ★ Base award on level of responsibility, performance
- ★ Award only one decoration for same act, achievement, period of service
- ★ Consider extended tour policy

**Don't**

- ★ Submit as token "do something for your people"
- ★ Establish preconditions for award
- ★ Use military decorations for incentives

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**FY04  
Colonels  
Board**



# Overview

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- **FY04 Colonels Board**
  - **Results Review by Line Competitive Category**
  - **PRF Impact**
  - **Quality Combinations**
  
- **Where We Need Your Help**

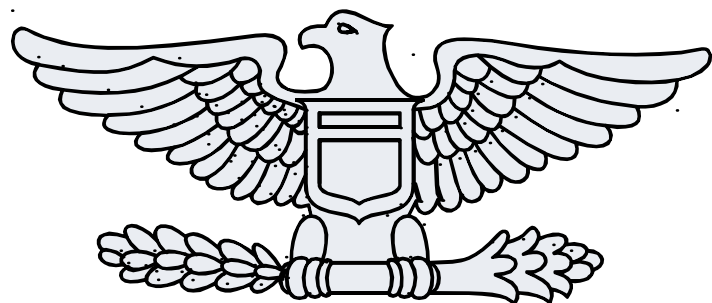


# F104 AF Reserve SelRes Colonel Board Selects

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**FY04**



**Line**  
**203**  
**Health**  
**72**  
**JAG**  
**Total**  
**304**  
**plain**

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# FY04 AF Reserve SelRes Colonel Board PRF Distribution



## Selected Reserve Board

	DP			P		
Comp Cat	Given	Selects	Select Rate	Given	Selects	Select Rate
Line	423	202	48%	563	1	<1%
Nurse	32	23	72%	94	1	1%
Dental	10	7	70%	28	0	0
MSC	7	7	100%	20	0	0
Medical	45	21	47%	86	0	0
BSC	16	12	75%	37	0	0
Chaplain	9	7	78%	19	0	0
JAG	36	22	61%	58	0	0

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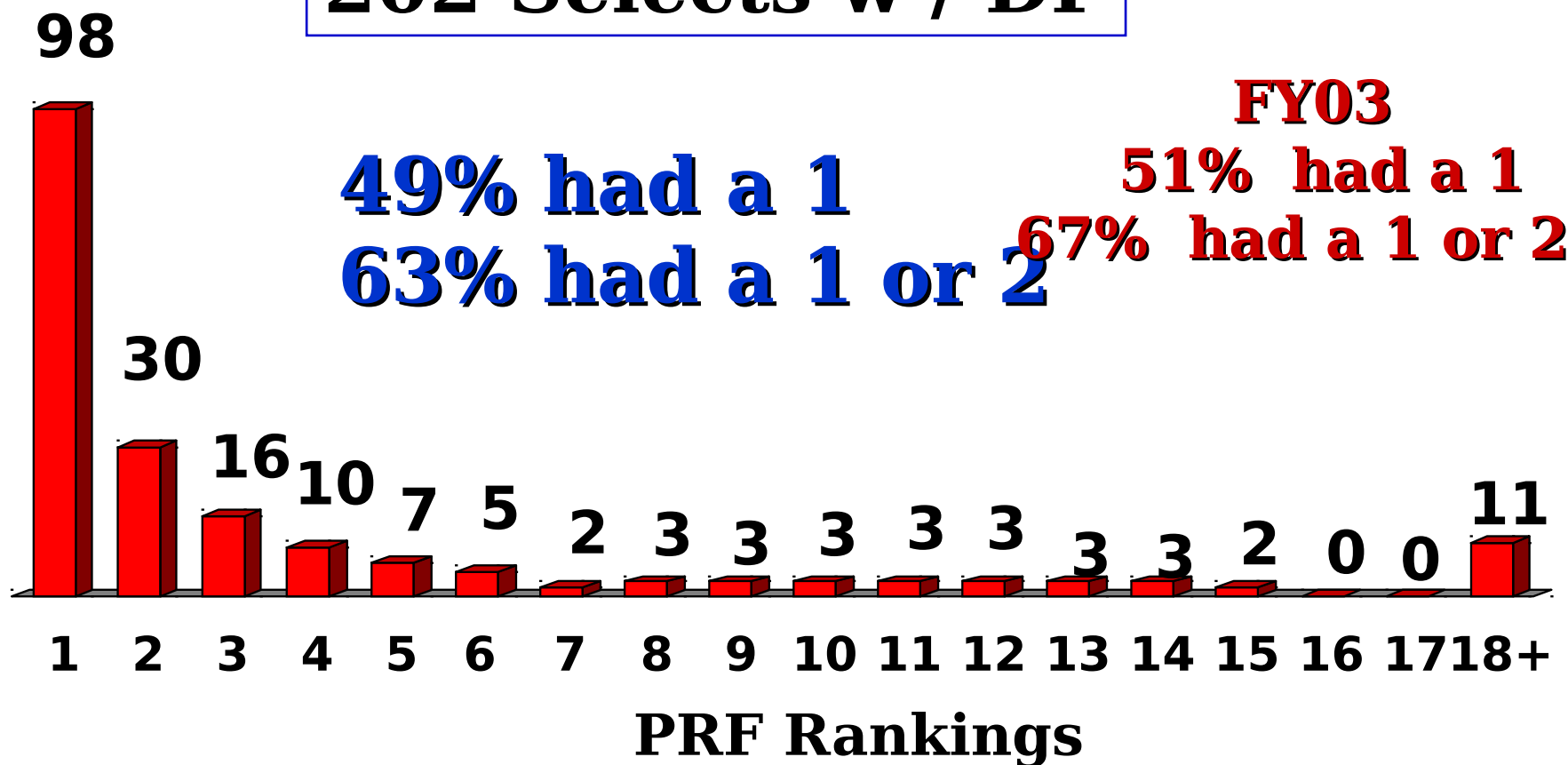


# FY04 AF Reserve SelRes Colonel Board



## ~~Line Selects: PRF Rankings~~

202 Selects w / DP





# FY04 AF Reserve SelRes Colonel Board



~~Line Non-Selects: PRF~~

221 Line Non-Selects w /  
Rankings  
DP

**44% had 1 or 2**

**LAST YEAR**

**47% had 1 or 2**







# FY04 AF Reserve SelRes Colonel Board



## ~~Line - Quality Combinations~~

	<u>Eligibles</u>	<u>Selects</u>
<u>%</u>		
<b>DPs</b>	<b>423</b>	<b>202</b>
<b>48%</b>		
<b>DP+SSS</b>	<b>389</b>	<b>202</b>
		<b>52%</b>
<b>DP+SSS+Mast&gt;</b>	<b>261</b>	<b>137</b>
<b>52%</b>		
<b>DP+SSS+Mast&gt;</b>	<b>87</b>	<b>58</b>

**67%**

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**Help**

# Help Needed

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## ■ OPR Timeliness

- Goal is 100% currency
- Closeout >90 days and not in file is LATE
- Most recent performance/accomplishment not part of record

## ■ PRFs Missing

- No member due a PRF should meet the Board without one
- ARPC “elevates” tracking to get PRFs in file

**Missing documents may be grounds  
for Special Selection Board -- a \$30K  
cost**

# Summary

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- **Demystify the promotion process**
  - **Recognize your people**
  - **Individuals have responsibilities**
  - **Accurate, documented OPRs and PRFs**
  - **Promotion boards consider the entire record**
  - **It doesn't matter how good a Reservist is if the record doesn't convey the message accurately and enthusiastically**
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